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Sam Sample

Date

This is a confidential report intended for use by, or under the guidance of, a trained professional or psychologist. For a full understanding of the analysis other relevant data such as ability, aptitudes, motivation, interests and work experience need to be considered.

JUNG TYPE INDICATOR

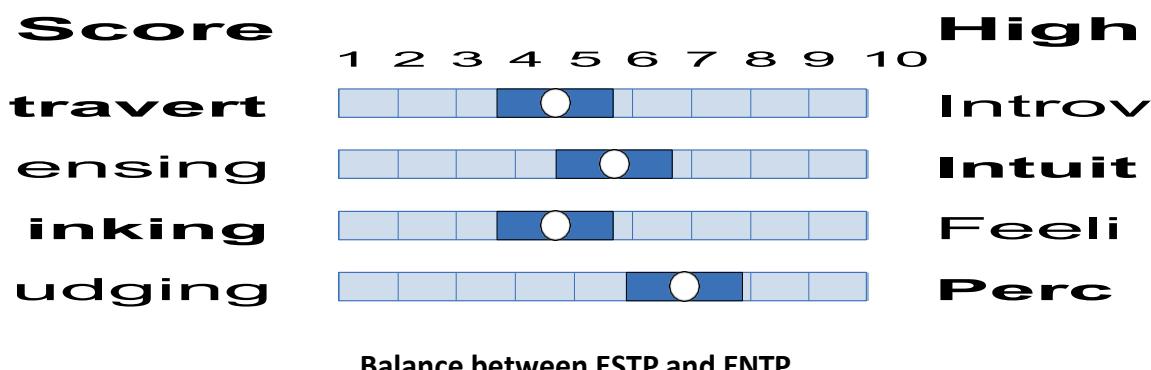
INTRODUCTION

The Jung Type Indicator (JTI) is a questionnaire designed to assess a person's preferences along the four dimensions of Extraversion-Introversion, Sensing-Intuition, Thinking-Feeling and Judging-Perception. From knowing these preferences, it is possible to anticipate how a person will normally prefer to act in a variety of different situations. It is also possible to anticipate how a person will typically prefer to approach many aspects of his work.

It is important to emphasise that the Jung Type Indicator only assesses preferences and does not directly assess actual skills. However, people often develop greater skills in those things that they prefer doing than in those which they enjoy less. It follows therefore that to know a person's preferences can provide useful insights into the range of skills that they may have developed.

Before turning to Sam's results, it should also be pointed out that the scores which he has obtained on each of the four dimensions represent his most typical set of preferences across a wide variety of situations and circumstances. However, there may be specific circumstances where his behaviour and approach may differ from what would be predicted from his JTI scores. The extent to which this will be the case will depend on the extent to which he has already made the effort to develop skills in those areas and approaches which are not his naturally preferred ones.

The report below is presented firstly in terms of Sam's scores on the four main dimensions of the Jung Type Indicator. The report then considers a number of different aspects of Sam's approach to tasks and situations at work. Sam's special strengths are next considered and finally, the report concludes with a consideration of the areas which he might wish to explore in relation to self-development.



THE FOUR MAIN DIMENSIONS OF THE JTI

EXTRAVERSION - INTROVERSION

The dimension of Extraversion - Introversion describes a person's preference either for the outer world of things and people (Extraversion) or for the inner world of thoughts and ideas (Introversion). Extraverts are people who enjoy interacting with the outside world. They like doing things at a practical level, they enjoy expending energy by being active and they enjoy interacting with others. In contrast, the Introvert prefers thought and imagination to action and interaction. Introverts enjoy time spent by themselves. The inner world of their thoughts is important to them, and they need time alone to reflect upon their ideas.

It is important to emphasise that introverts are not necessarily shy people, just as extraverts are not necessarily socially confident people. Many introverts have considerable self-confidence when with others and conversely, many extraverts can feel quite shy when with others.

Sam's score on this dimension falls within the middle band, showing more or less equal tendencies towards extraversion and introversion. He will therefore strike a balance between his interest in and enjoyment of people and his need for time spent alone with his own thoughts and ideas. At work, he should enjoy contact with others, although there will be occasions when he will need time for reflection and for concentration on the task at hand. He will enjoy meeting new people at work and making new contacts and will probably have a reasonably wide circle of associates.

He will enjoy communicating with others at work, both in formal and informal circumstances. At meetings, he should feel confident in making a contribution to the discussion and will not be content simply to sit back and let others do the talking. At a social level, he will enjoy conversation with his colleagues but probably not to the extent where this might distract him from his work. He will also be content to communicate to others in writing if he feels that detailed discussion of an issue is not especially necessary.

Sam will enjoy being active in his work and will want to keep busy at a practical level. He will also be comfortable with work which involves concentration on a task, though would not particularly enjoy tasks which require undisturbed concentration for very long periods without a break. He will want to see results in terms of practical outcomes, both in his own work and that of others, but will also be prepared to devote time to consideration of ideas if he feels this is important.

SENSING - INTUITION

The dimension of Sensing - Intuition primarily describes a person's inclination either to focus upon raw information and data as presented to the senses or to focus on the underlying patterns in that data and information. People who have a preference for Sensing prefer to look at situations as they are presented to them, examining the details with care and not wishing to go beyond the obvious and the immediate. Those with a preference for Intuition pay less attention to detail and evidence and are more concerned to absorb the general pattern and to read between the lines. They enjoy dealing with the hypothetical and are less concerned about the precise realities of the immediate situation.

Sam's score on this dimension falls within the middle band, showing more or less equal tendencies towards sensing and intuition. He is likely therefore to show a good balance between attention to detail on the one hand and concern with the abstract and underlying features of a situation on the other. He will want to look for patterns in a situation and try to interpret the situation in an abstract way but will also be keen to ensure that he has made an accurate appraisal of the facts of the situation in the first place.

He will be concerned to see that any proposed innovations are well supported by evidence, and if evidence is lacking, then he will want to see a program of careful evaluation put in place. At the same time, however, he will encourage innovation and change wherever he believes this is called for. In considering any course of action, he will be concerned with the future needs of the organisation but not at the expense of the immediate needs. Solutions which will only work in the long term will not be satisfactory to him if they do not also deal with the present realities.

Where innovation is called for, Sam will be happy to join in the innovation process himself and will probably feel that he has at least some capability for creativity. He will feel reasonably content with working at the hypothetical / conceptual level but will also feel himself able to deal with concrete issues which require an accurate appraisal of the facts of a situation.

THINKING - FEELING

The dimension of Thinking - Feeling describes a person's preference either for the logical, analytic processes of thinking and decision making or the processes of subjectivity and the reliance upon feeling and emotion. The 'Thinking' person likes to analyse situations in terms of cause-effect relationships and likes to use reason and logic in order to reach a conclusion. The 'Feeling' person on the other hand, likes to reach a point of view in a much more subjective way, letting himself be guided by his feelings and by the feelings of others.

Sam's score on this scale falls within the middle band, showing more or less equal tendencies towards 'Thinking' and 'Feeling'. He will therefore approach most situations initially from a logical perspective but will then try to factor into the analysis his more subjective appraisal of the situation based on his intuitions and his 'gut reactions'.

When dealing with people, Sam will try to strike a balance between how people feel and the requirements of the situation. He will want to know if anyone might be adversely affected by a proposed course of action and will pay attention to their reactions. Nevertheless, he will be firm when necessary, trying at the same time to be fair to all concerned.

Sam will also show a reasonable amount of interest in people at the emotional level. He will want to know how they are feeling and will be prepared to help if people are experiencing difficulties. At the same time, he will not let himself be influenced unduly and will be able to remain more detached if he feels the situation warrants it.

JUDGING - PERCEPTION

The dimension of Judging - Perception describes a person's preference either for structure, order and planning or for spontaneity, adaptability and flexibility. The person who falls at the Judging end of this dimension likes to make decisions as soon as sufficient information has been gained and then sets about achieving an objective via a carefully thought out, structured sequence of stages. The person who falls at the Perception end of the dimension likes to put off decision-making in order to gain as much information as possible. When he does decide to act, he will do so in an unstructured and flexible manner without detailed prior planning.

Sam's score on this dimension falls within the central band of the scale but rather more towards the 'Perception' side. Flexibility and adaptability will therefore be of importance to him, and he will want to exercise these qualities in most situations. However, he will not be overly averse to detailed project planning where this is called for and will achieve a compromise by setting out a basic plan, but leaving many of the finer details unsettled and to be decided at the time.

During the project itself, he will not feel the need to constantly monitor progress and will be happy as long as the general objective appears to be achieved. He will want to keep informed of any changes in the external situation and will try to respond to these wherever he can. As far as possible, he will take a flexible approach to changed circumstances, evaluating what needs to be done and using his natural spontaneity to find a rapid response. Although he may occasionally not manage to achieve his deadlines, his adaptability should ensure that he will be able to cope with most contingencies that he is likely to encounter along the way.

WORK STYLE THEMES

The following section of the report discusses Sam's results on the Jung Type Indicator in terms of five different work style themes.

WORKING RELATIONSHIPS

Sam's balance between introversion and extraversion on the one hand and between thinking and feeling on the other suggests that relationships at work will assume a reasonable degree of importance to him. He will quite enjoy contact with others, will tend to come across as a fairly sociable and friendly person and will often take an interest in the wellbeing of those he works with.

He will enjoy working with others for some of the time, though will at other times prefer to be given responsibility for a project by himself, enabling him to have the opportunity to work independently and contributing the products of his work to the group effort at a later stage. When he does work with others, he will enjoy the process of cooperation and will also quite like helping other people out, whether in relation to work tasks or things of a more personal level. He will show a reasonable amount of tact when expressing his opinions about other people's work, although this will not prevent him from being direct when he has to.

MANAGEMENT STYLE

Sam's preferred style of management will be to take a 'back seat' for a lot of the time, only becoming more involved when he considers it necessary. He will not want to impose a great deal of structure on his subordinates' work and will prefer to offer them flexibility as to how precisely they fulfil their responsibilities.

His approach to project management will be to set out only a basic structure for a project and leave many of the finer details to be decided at the time. He will not want to impose highly detailed schedules or targets and will prefer to let his subordinates take the responsibility for task completion, each within their own area of the project. He will however take a more active involvement if difficulties arise, assessing the problem situation, evaluating alternative strategies and setting out appropriate courses of action for his subordinates to follow.

On the whole, Sam will want to see a balance between formality and informality in his relationships with his subordinates. On the one hand, he will expect them to show at least some regard for his position as their manager and will expect a reasonable degree of conscientiousness from them, but on the other hand he will want them to feel that status should not get in the way of an effective working relationship and so will therefore encourage his subordinates to be reasonably informal with him.

He will want to see innovation and a forward-looking orientation from his subordinates but will also emphasise to them the importance of a firm foundation of traditional skills and approaches. At the same time, he will also discourage either extreme adherence to traditional methods or overly radical ideas which do not have at least some basis in terms of current realities.

In general, Sam will try to strike a balance between firmness on the one hand and sensitivity on the other. If he feels an individual's work is not up to standard, then he will be prepared to raise it with them and will be prepared to be reasonably direct about it, but he will also want to understand the individual's perspective as well and will want to know if particular personal or work circumstances may be contributing to the observed poor performance.

He will be concerned about harmony within the team but will not see this as essential if the team are already performing up to standard. He will want to see that individuals are able to co-operate effectively with one another and are able to work together as colleagues and, if this is not so, then he may be prepared to raise it as an issue for discussion.

THINKING STYLE

Sam's equal tendencies towards both 'thinking' and 'feeling' suggests that his thinking style will show a good balance between analysis and subjectivity. Furthermore, since he shows more or less equal inclinations towards both 'sensing' and 'intuition', he will also achieve a balance between creativity and pragmatism in his thinking. On the whole therefore, he should be able to work reasonably effectively with theoretical and conceptual systems which may be of relevance in his work. He should also be able to be innovative and creative, when necessary, yet still maintain his thinking within the bounds of what is practical and of relevance to current realities.

Sam's balance between introversion and extraversion suggests that his thinking is likely to be a partially internalised and partially externalised process. To some extent, his thinking will benefit from the direct input of others, and he will find discussion to be a reasonably useful process in shaping his own ideas. He should also feel able to present his ideas verbally to others: for instance, by means of a presentation. On the other hand, though, he will need at least some time for quiet reflection if his thinking is to be at its best and will value the opportunity to support a verbal presentation of his ideas with a written account.

DECISIONS AND ACTIONS

Sam will be concerned to see that worthwhile ideas are turned into action but will nevertheless see it is fairly important to gather essential information before any decision of importance is taken. He will want to consult others who may have useful ideas or opinions to contribute and will then want to spend at least some time reflecting on those issues himself before he is ready to take a decision.

He will feel it important to gain a global picture of the situation before making a decision but will also want to make sure that he has paid attention to the specific details. In any decision he takes, he will try to achieve a balance between consideration of the longer-term needs of the organisation and the more immediate and pressing needs of the situation.

DEPENDABILITY AND STRUCTURE

Sam's responses to the JTI suggest that he will show a degree of independence of mind but will still show a regard for basic organisational values. He will feel it important to show a degree of loyalty towards the organisation, but will prefer not to be highly constrained in what he is asked to do. He is likely to produce his best work if given the opportunity to exercise his flexibility, adaptability and resourcefulness and, under such circumstances, he will be seen as someone who can be relied upon to make a useful contribution to the organisation.

Special Strengths

Sam's special strengths will come from his strong conceptual and analytical thinking and his enthusiasm in responding to challenges. He will also be a provider of encouragement to others in relation to the undertaking of new initiatives.

Possible Self-Development Areas

Sam's scores on each of the four JTI dimensions fell in the middle range, suggesting a balance on each of these aspects of personality. No self-development areas will therefore be reported in this section.

The 16 JTI Type Categories

A person's JTI profile can often be categorised within one of the 16 basic JTI 'types'. A description of each of these 16 types is provided on the booklet "Jung Type Indicator: The Sixteen Types" or on the website: www.jungtype.com.

Sam's scores on the JTI dimensions did not place him clearly in any one of the 16 JTI types. His profile rather shows features of each of the type categories: ESTP and ENTP.

Jung Type Indicator: The Sixteen Types

		Sensing		Intuitive			
		Thinking	Feeling	Thinking	Feeling		
Extraverts	Judging	ESTJ Organised, efficient and good with detail. Likes to take charge and organise people and projects. Wants to see results.	ESFJ Enjoys working with and attentive to the needs of people. Likes to organise systems for people. Committed to the organisation.	ENTJ Analytical and objective. Likes turning ideas into action. Goal-orientated and determined in achieving objectives. Likes to take charge of situations and people. Structured and organised.	ENFJ Has strong ideals regarding human values and likes to act to achieve possibilities for people. Enjoys working with and leading/organising people.	Judging	Extraverts
	Perceiving	ESTP Practically minded and concerned with realities. Good with detail. Likes to act quickly. Logical and analytic. Resourceful in dealing with solutions.	ESFP Enjoys people and spontaneous in social interactions. Decisions based on facts combined with personal, subjective viewpoint.	ENTP Analytical and imaginative. Likes to turn ideas into action. Flexible and spontaneous.	ENFP Creative, imaginative and enthusiastic. Instils enthusiasm for ideas in others. Flexible unorganised and spontaneous.	Perceiving	
Introverts	Judging	ISTJ Good with detail. Practical, structured, organised and hard working. Enjoys routine. Is committed to the organisation. Values logic and enjoys working with technical systems.	ISFJ Considerate and caring, likes to help others. Practically minded and systematic. Takes a subjective viewpoint. Committed and hard working.	INTJ Enjoys working with theoretical and conceptual systems. Enjoys complexity. Likes to analyse and restructure organisations and systems. Confident of own viewpoint.	INFJ Concerned about people and their well-being. Creative and imaginative about possibilities for the future. Places high value on own intuitions. Structured.	Judging	Introverts
	Perceiving	ISTP Good with facts and detail. Flexible and adaptable. Good at dealing with crisis situations. Practically and technically orientated.	ISFP Considerate and caring. Values harmony between people. Highly committed. Subjective in approach. Gentle rather than forceful.	INTP Enjoys working with theoretical and conceptual systems. Open to a range of possibilities. Analytical, impersonal and objective.	INFP Considerate and caring. Values harmony between people. Insightful and imaginative. Has strong ideals, especially in relation to people.	Perceiving	
		Thinking	Feeling	Thinking	Feeling		
		Sensing		Intuitive			

End of report.